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# personnel information letter

a balance between  
agency requirements and the individual

VOLUME I

APRIL

SERIES I

THIS IS THE FIRST OF A SERIES OF INFORMATION LETTERS TO BE PUBLISHED UNDER THE GUIDANCE OF OUR TRAINING OFFICER. IT IS OUR INTENTION TO INFORM YOU OF PERSONNEL TECHNIQUES AND ACTIVITIES OF COMMON CONCERN. YOUR SUGGESTIONS AND ACTIVE CONTRIBUTIONS TO THIS PUBLICATION WILL INSURE ITS SUCCESS.

HARRISON G. REYNOLDS  
DIRECTOR OF PERSONNEL

## HIGHER PAY

RECRUITERS RECEIVED AN ASSIST IN LANDING HARD-TO-GET SCIENTIFIC PERSONNEL WHEN HIGHER STARTING SALARIES FOR A NUMBER OF SCIENTISTS AND ENGINEERS WENT INTO EFFECT MARCH 13.

NEW SCIENTISTS AND ENGINEERS HIRED AT GRADE 5 WILL RECEIVE \$4035 PER YEAR, THE SIXTH STEP OF THAT GRADE. THOSE HIRED AT GRADE 7 WILL GET \$4580, THE FOURTH IN-GRADE STEP. THESE INCREASES RESULTED FROM THE "FRINGE BENEFITS ACT" PASSED BY CONGRESS IN SEPTEMBER 1954.

NOT ALL SCIENTIFIC RECRUITS WILL BENEFIT FROM THIS POLICY. IN GENERAL MOST CLASSES OF PROFESSIONAL ENGINEERS, CHEMISTS, PHYSICISTS, AND METALLURGISTS ARE ON THE ELIGIBLE LIST ISSUED BY THE DD/S. NOTABLE EXCEPTIONS ARE BIOLOGISTS AND MATHEMATICIANS. A COMPLETE LIST OF THE ELIGIBLE OCCUPATIONAL SERIES IS CON-

SALARY INCREASE IF THEY ARE IN GRADES 5 AND 7 BELOW THE SIXTH AND FOURTH STEP RESPECTIVELY. THE CLASSIFICATION AND WAGE DIVISION IS NOW REVIEWING A NUMBER OF OTHER POSITIONS THROUGHOUT THE AGENCY WHICH MAY WARRANT RECLASSIFICATION TO ONE OF THE ELIGIBLE SERIES.

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## A RECRUITER SPEAKS

YOU CAN APPRECIATE THAT OUR ABILITY TO CARRY OUT THE IMPORTANT MISSION ASSIGNED TO US DEPENDS ENTIRELY ON THE PERSONNEL WE CAN ATTRACT AND RETAIN. IF WE WERE TO HAVE A MEDIOCRE STAFF WE WOULD PROVIDE A MEDIOCRE SERVICE, AND IN OUR LINE OF WORK THAT WOULD BE MORE DANGEROUS THAN NOT HAVING ANY. WE BELIEVE THAT THE PRIMARY COMPENSATION COMES FROM KNOWING THAT YOU ARE DOING A VERY IMPORTANT JOB AND ARE BEING TREATED WELL WHILE DOING IT. THUS, OUR PERSONNEL POLICY HAS THIS FOREMOST IN MIND. IT IS NOT ONLY GOOD BUSINESS TO KEEP OUR EMPLOYEES SATISFIED, BUT FROM A

SECURITY STANDPOINT THE FEWER FORMER CIA PERSONNEL ABOUT THE BETTER.

AGENCY EMPLOYEES WHOSE JOBS ARE CURRENTLY CLASSIFIED IN ONE OF THE ELIGIBLE SERIES WILL ALSO GET

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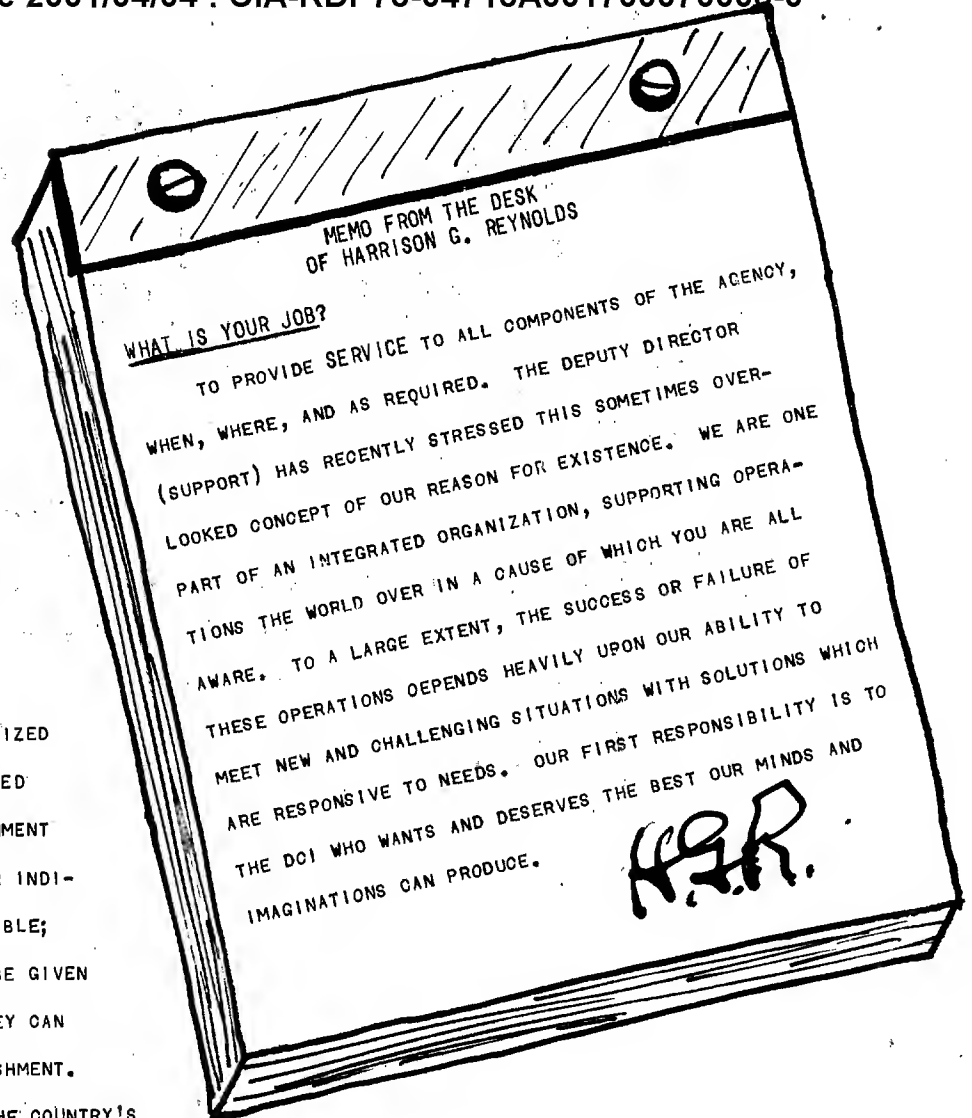
- NOTEWORTHY -

"THE HUMAN ELEMENT IN ADMINISTRATION" WAS THE SUBJECT CHOSEN BY DR. DETLEV BRONK WHEN HE ADDRESSED THE SOCIETY FOR PERSONNEL ADMINISTRATION AT ITS MONTHLY DINNER MEETING ON 22 MARCH 1955.

DR. BRONK IS ONE OF THE MOST OUTSTANDING SPEAKERS IN AMERICAN PUBLIC LIFE TODAY. HE IS PRESIDENT OF THE NATIONAL ACADEMY OF SCIENCES, ALSO PRESIDENT OF THE ROCKEFELLER INSTITUTE FOR MEDICAL RESEARCH AND WAS FORMERLY PRESIDENT OF JOHNS HOPKINS UNIVERSITY FOR SEVERAL YEARS.

IN AN ELOQUENT MESSAGE DR. BRONK EMPHASIZED TO PERSONNEL ADMINISTRATORS THE PARAMOUNT NEED FOR CREATING AND PROVIDING A WORKING ENVIRONMENT WHEREBY EMPLOYEES CAN GROW AND DEVELOP THEIR INDIVIDUAL POTENTIAL TO THE MAXIMUM EXTENT POSSIBLE; WHERE THEY CAN BE HAPPY, KNOWING THEY WILL BE GIVEN RECOGNITION AND CONSIDERATION, AND WHERE THEY CAN EXPERIENCE PRIDE IN THEIR WORK AND ACCOMPLISHMENT.

PERSONNEL OFFICIALS, IN DEALING WITH THE COUNTRY'S GREATEST ASSET -- 'PEOPLE' -- HAVE A RARE CHALLENGE AND OPPORTUNITY TO MOLD HUMAN RESOURCES FOR THE GREATEST GOOD. IT HAS ALWAYS BEEN THE HUMAN ELEMENT WHICH MAKES PROGRESS POSSIBLE IN ANY ENDEAVOR - WHETHER IN SCIENTIFIC ACHIEVEMENTS OR IN THE BUILDING OF THIS GREAT NATION. ALL PROGRESS HAS BEEN ACCOMPLISHED BY PERSONS WHO WERE NOT FEARFUL OR AFRAID OF CHANGE, BUT WHO WERE RESOURCEFUL AND ENTERPRISING, POSSESSING THE CURIOSITY AND COURAGE TO STRIVE FOR SOMETHING BETTER -- THEREBY ATTAINING SPIRITUAL GROWTH IN THE BROADEST SENSE.



C H O O S E

ANY OF THE ARTICLES LISTED BELOW. THEY WERE ESPECIALLY SELECTED TO COMPLEMENT THE EFFORTS OF THE PERSONNEL LECTURE SERIES, AND TO PROVIDE ADDITIONAL INFORMATION IN REGARD TO YOUR DAILY WORK.

- 1) "STUDYING A JOB BY WORK SAMPLING", AMA MANAGEMENT REVIEW, FEBRUARY 1954, P86 - MRS. [REDACTED] x8128 25X1A
- 2) "YOUR JOB CLASSIFICATION", YOUR JOB IN THE CIA, P 10- [REDACTED] x2144 STATINTL
- 3) "JIM MCFEE", THE ADMINISTRATOR, P 59- MISS MARY M. [REDACTED] x2715 25X1A
- 4) "ELEMENTS IN JOB SATISFACTION" PERSONNEL, NOVEMBER 1954, PP 201-208 - MRS. [REDACTED] x8128 25X1A

H I G H L I G H T S

HOOVER COMMISSION RECOMMENDATIONS

THE FINDINGS AND RECOMMENDATIONS OF THE SECOND HOOVER COMMISSION ARE CURRENTLY THE SUBJECT OF MUCH STUDY AND DISCUSSION. ALTHOUGH THE COMMISSION'S REPORT ON PERSONNEL AND CIVIL SERVICE IS DIRECTED ESSENTIALLY TO THE COMPETITIVE CIVIL SERVICE SYSTEM AND ITS PROBLEMS, THEIR RECOMMENDATIONS ARE OF INTEREST TO INDIVIDUALS CONCERNED WITH PERSONNEL MANAGEMENT. A BRIEF SUMMARY OF SOME OF THESE RECOMMENDATIONS IS PRESENTED BELOW; ADDITIONAL BRIEFS WILL BE INCLUDED IN SUBSEQUENT EDITIONS OF THIS PUBLICATION. ANYONE WHO IS INTERESTED IN FURTHER STUDY OF THESE ITEMS SHOULD REQUEST COPIES OF THE TASK FORCE AND THE COMMISSION'S REPORTS THROUGH THE AGENCY LIBRARY.

RECOMMENDATIONS:

1. CONGRESS SHOULD AUTHORIZE SALARY INCREASES FOR GOVERNMENT'S TOP MANAGERS, CAREER AND NON-CAREER, AS A PRACTICAL MEANS OF SECURING AND HOLDING COMPETENT MEN IN PUBLIC SERVICE.
2. THE GRADE STRUCTURE UNDER THE CLASSIFICATION ACT OF 1949, AS AMENDED, SHOULD BE SIMPLIFIED. GRADES GS 1-6 SHOULD BE COMBINED INTO THREE GRADES, AND GRADES GS 7-11 SHOULD BE COMBINED INTO THREE GRADES. NO CHANGE IS PROPOSED IN THE HIGHER GRADES, EXCEPT THAT MANY EMPLOYEES IN POSITIONS NOW CLASSIFIED AT GS-15 AND UP WOULD BE ABSORBED INTO THE SENIOR CIVIL SERVICE WITH ITS OWN PAY SCHEDULES BASED ON PERSONAL RANK STATUS.
3. TO PROVIDE COORDINATION AMONG THE MULTIPLICITY OF WAGE BOARD SYSTEMS, A DEFINITE STATUTORY BASIS FOR PAYMENT IN ACCORDANCE WITH PREVAILING LABOR-MARKET RATES SHOULD BE ESTABLISHED; AND THE CIVIL SERVICE COMMISSION SHOULD BE AUTHORIZED TO STUDY SUCH PAY SYSTEMS AND TO ESTABLISH GENERAL RULES AND REGULATIONS (A) FOR CLASSIFYING THE POSITIONS TO BE PAID AT LOCAL RATES, AND (B) FOR DETERMINING LOCAL PREVAILING WAGES.
4. RECRUITING PROGRAMS SHOULD BE DEVELOPED TO INCLUDE MORE CONTINUOUSLY OPEN EXAMINATIONS, AND VALIDATION OF TESTS AND EMPLOYMENT STANDARDS.

PERSONNEL LECTURE SERIES

CIA IS OUT IN FRONT IN AN ENDEAVOR TO PROVIDE TRAINING OPPORTUNITIES FOR ITS EMPLOYEES. TRAINING HAS BEEN STRESSED AS A MAJOR CONSIDERATION IN THE PRESIDENT'S LEGISLATIVE PROGRAM, AND RECENT EDITORIALS IN LOCAL NEWSPAPERS HAVE REEMPHASIZED THE NEED AND IMPORTANCE OF SUCH PROGRAMS BEING CONDUCTED WITHIN GOVERNMENT AGENCIES. THE HOOVER COMMISSION, IN ITS LATEST REPORT ON PERSONNEL MANAGEMENT IN THE FEDERAL GOVERNMENT, HAS RECOMMENDED THAT "EXCEPT FOR SPECIAL SKILLS, TRAINING SHOULD BE SYSTEMATICALLY CONDUCTED BY THE AGENCIES THEMSELVES AND THAT TRAINING SHOULD COUNT HEAVILY AS A FACTOR IN THE PROMOTION OF EMPLOYEES."

THE PERSONNEL LECTURE SERIES, CONDUCTED BY THE OFFICE OF PERSONNEL, IS DESIGNED TO BROADEN THE PROFESSIONAL PERSONNEL KNOWLEDGE OF MEMBERS OF THE PE CAREER SERVICE WITH PARTICULAR EMPHASIS ON PERSONNEL MANAGEMENT PROBLEMS PECULIAR TO THIS AGENCY; TO ACQUAINT MEMBERS OF THE PE CAREER SERVICE WITH THE OBJECTIVES, ACTIVITIES AND PROCEDURES OF THE AGENCY'S TOTAL PERSONNEL PROGRAM; AND TO DEVELOP THE CAPABILITIES AND QUALIFICATIONS OF MEMBERS OF THE PE CAREER SERVICE TO EQUIP THEM FOR BOTH LATERAL AND VERTICAL REASSIGNMENTS.

IT HAS BEEN GRATIFYING TO OBSERVE THE RESPONSE AND WIDE-SPREAD INTEREST DISPLAYED IN THIS PROGRAM BY MEMBERS OF THE OFFICE OF PERSONNEL AS WELL AS MEMBERS OF OTHER CIA COMPONENTS. THE LECTURES HAVE BEEN MOST INTERESTING AND INFORMATIVE, AND SEVERAL MORE WORTHWHILE LECTURES ARE SCHEDULED. THE LAST PRESENTATION IN THIS SERIES, ENTITLED THE CIA "OPEN DOOR" POLICY, WILL BE GIVEN BY MR. LYMAN B. KIRKPATRICK, THE INSPECTOR GENERAL, ON WEDNESDAY, 20 APRIL AT 4:00 P. M. IN THE [REDACTED] (PLEASE NOTE THIS LOCATION.)

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5. MORE USE SHOULD BE MADE OF INTERVIEWS AND INTERVIEW TECHNIQUES SHOULD BE IMPROVED.
  6. AGENCIES SHOULD ADEQUATELY TRAIN AND EQUIP MIDDLE AND LOWER MANAGEMENT TO DO THEIR PRESENT JOBS AND IDENTIFY AND DEVELOP FUTURE CANDIDATES FOR TOP MANAGEMENT POSITIONS.

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EDITOR'S NOTE:

REGARDLESS OF THE ACTIVITY INVOLVED, ANY SOUND PERSONNEL POLICY MUST BE BASED ON THE PHILOSOPHY OF RECOGNIZING THE DIGNITY OF THE INDIVIDUAL. THIS POLICY MUST PERMEATE EVERY FIBER OF THE ORGANIZATION; IT IS NATURAL THAT THE OFFICE OF PERSONNEL AND THOSE ENGAGED IN PERSONNEL MATTERS WOULD BE THE EXEMPLARS, AND BY THEIR EXAMPLE, SPREAD THE GOSPEL IN CONCRETE TERMS AND THUS EDUCATE WHERE EDUCATION IS NECESSARY.

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DON'T MISS THIS

STATINTL

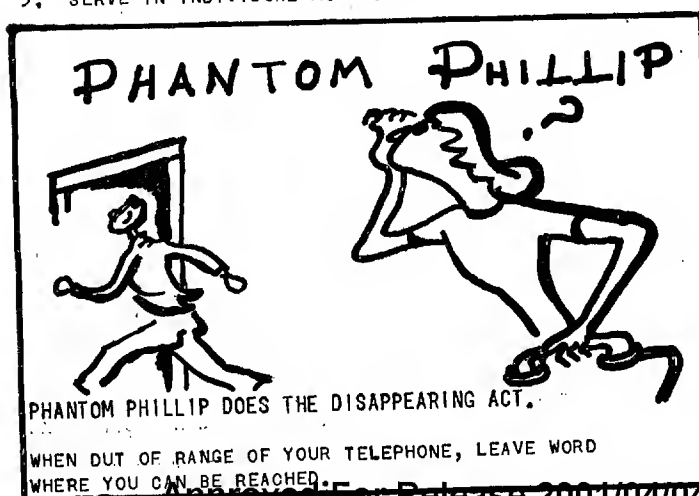
CONFERENCE OF THE SOCIETY FOR PERSONNEL ADMINISTRATION TO BE HELD MAY 11 AND 12 AT THE STATLER HOTEL. CALL

██████████ FOR ADVANCE PROGRAM AND REGISTRATION INFORMATION, EXTENSION 2144.

- IMPORTANT ADDRESSES BY OUTSTANDING NATIONAL FIGURES
- PANEL DISCUSSIONS
- REMEMBER MAY 11 AND 12

RECIPE: YOU MIGHT LIKE TO SEE A WONDERFUL RECIPE FOR SOOTHING HARRIED CUSTOMERS OVER THE TELEPHONE.

1. ONE CUP OF LISTENING WHEN THE CUSTOMER SPEAKS.
2. MEASURE WORDS CAREFULLY.
3. ADD HEAPING SPOONS OF UNDERSTANDING.
4. SIFT TOGETHER--TO GET SMOOTH BATTER FOR A REPLY.
5. USE GENEROUS AMOUNTS OF PATIENCE.
6. COOK ON FRONT BURNER--KEEP TEMPERATURE LOW--DON'T BOIL.
7. ADD A PINCH OF WARM PERSONALITY--CLEAR, UNHURRIED SPEECH.
8. IN CASE OF NEED--A DASH OF DRY HUMOR, TO TASTE.
9. SERVE IN INDIVIDUAL MOLDS.

CALENDAR OF EVENTS

APRIL 4 - MONDAY - SOCIETY FOR THE ADVANCEMENT OF MANAGEMENT PANEL - EXECUTIVE DEVELOPMENT ROUNDTABLE.

GORDON DELK - BROOKINGS INSTITUTION AT 7:30 P.M.

APRIL 7 - THURSDAY - SAM ROUNDTABLE - AMERICAN MANAGER ABROAD - WALTER FRESE - ARCHIVES AUDITORIUM AT 7:30 P.M.

APRIL 11 - MONDAY - BROOKINGS INSTITUTION - "ADVANCES IN ORGANIZATIONAL THEORY OF INTEREST IN THE FEDERAL GOVERNMENT." HERBERT A. SIMON. (PLEASE

25X1A9a CALL MR. ██████████ NA 8-8940 BY 8 APRIL IF YOU PLAN TO ATTEND) - LOUNGE OF BROOKINGS INSTITUTION AT 8:30 P.M.

APRIL 14 - THURSDAY - AMERICAN POLITICAL SCIENCE ASSOCIATION - "A SWEDISH JOURNALIST LOOKS AT WORLD PROBLEMS." HERBERT TINGSTEN, EDITOR-IN-CHIEF, DAGENS NYHETER, ONE OF SWEDEN'S LARGEST DAILY PAPERS. BROOKINGS INSTITUTION AT 8:30 P.M.

APRIL 23 - SATURDAY - SPA WORKSHOP ON THE CASE METHOD.

25X1A9a CALL ██████████ CODE 181, EXTENSION 3211 BY APRIL 1, PRICE \$1.50 INCLUDING LUNCH. GAO AUDITORIUM - 9 A.M. TO 4:30 P.M.

APRIL 26 - TUESDAY - SPA DINNER MEETING. MARIAN B.

25X1A9a FOLSOM, UNDER-SECRETARY OF THE TREASURY. CALL ██████████ EXTENSION 2144 FOR RESERVATIONS BY NOON, 25 APRIL. BAKER HALL - YWCA - 6:30 P.M.

DATE TO BE ANNOUNCED - SPA AND AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION ROUNDTABLE, "ADMINISTRATIVE PROBLEMS OF PERSONNEL MANAGEMENT." CALL ██████████ EXTENSION 2144 FOR DETAILS. 25X1A

NOTICE

INQUIRIES OR ARTICLES TO BE CONTRIBUTED MAY BE ADDRESSED TO: TRAINING OFFICER, ROOM 249 CURIE HALL, EXTENSION 611.

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